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ABSTRACT

The involvement of students in educational decision-making serves to humanize and personalize the educational system and to carry out the philosophy of participatory management. In the Fairfax County (Virginia) Public Schools, high school students serve on a countywide student advisory council, and a high school student is selected to serve a one-year term on the county school board as a full voting member. Student advisory councils also operate in each area in participating in school governance is not as high as it was during the 1960s; students now seem apathetic and uninterested in learning the complexities of school management. Student membership on the board of education is not necessarily desirable, since the student advisory councils provide ample feedback for the administration. The administrator should try to take into account the concerns of all the groups served by the school system--teachers, parents, and community members, as well as students. (DS)

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Speech
by

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"HOW TO INVOLVE STUDENTS IN BOARD DECISION-MAKING"
(Clinic A-14)

Annual Convention Clinic Session
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PRESENTATION BY DR. S. JOHN DAVIS
SUPERINTENDENT, FAIRFAX COUNTY PUBLIC SCHOOLS
NATIONAL SCHOOL BOARDS ASSOCIATION
SAN FRANCISCO, CALIFORNIA
4:00 p.m. Saturday, April 10, 1976

CLINIC A-14 "HOW TO INVOLVE STUDENTS IN BOARD DECISION MAKING"

A FARMER DOWN SOUTH ARRIVED HOME AFTER ATTENDING A POLITICAL RALLY IN TOWN. "WHO SPOKE?" HIS WIFE ASKED. "THE MAYOR," REPLIED THE FARMER. "WHAT DID HE TALK ABOUT?" "WELL," THE MAN SAID, SCRATCHING HIS HEAD, "HE DIDN'T SAY."

SO LET ME "SAY"--I AM GOING TO DISCUSS INVOLVING STUDENTS IN DECISION MAKING. I AM PLEASED TO HAVE THE OPPORTUNITY TO DO SO, AS I HAVE GIVEN THE SUBJECT CONSIDERABLE THOUGHT.

THIS TOPIC IS A PART OF TWO OVERALL SUBJECTS WHICH I THINK ARE OF EXTREME IMPORTANCE TO ALL OF US IN EDUCATION TODAY--THE NEED FOR PERSONALIZING OR HUMANIZING OUR EDUCATIONAL SYSTEMS AND THE NECESSITY FOR PARTICIPATORY MANAGEMENT IN THEIR OPERATION.

I DEVOTE A GREAT DEAL OF TIME AND EFFORT TO THESE TWO SUBJECTS. EACH MONTH I PERSONALLY MEET WITH ADVISORY GROUPS REPRESENTING EACH OF THE PUBLICS WE SERVE IN THE SCHOOL SYSTEM. THESE INCLUDE BUS DRIVER, FOOD SERVICE, TEACHER, SECRETARY, AND STUDENT ADVISORY COUNCILS; AN EMPLOYEE-MANAGEMENT GROUP; AND A SUPERINTENDENT'S PLANNING COUNCIL COMPOSED OF COMMUNITY LEADERS. I ALSO MEET MONTHLY WITH THE PRESIDENTS OF OUR ELEMENTARY, INTERMEDIATE, AND HIGH SCHOOL PRINCIPALS' ASSOCIATIONS, AND WITH THE PRESIDENT OF OUR COUNTY COUNCIL OF PTAs. THE PURPOSE OF THESE MEETINGS IS TO DISCUSS THE PROBLEMS AND CONCERNS OF THE GROUPS--BOTH THEIR OWN AND THOSE OF THE SCHOOL SYSTEM AS A WHOLE,--AS WELL AS MY OWN. I GET THE INPUT OF ALL THESE GROUPS IN DECISION MAKING AND CONSIDER THIS TIME WELL SPENT.

THERE IS NO SUBSTITUTE FOR PERSONAL FACE-TO-FACE CONTACT WITH OUR PUBLICS IF WE ARE TO BE SUCCESSFUL IN THIS COMPLEX SOCIETY IN WHICH WE OPERATE. IN A LARGE SYSTEM SUCH AS OURS THIS FACE-TO-FACE CONTACT WITH EACH MEMBER OF THE PUBLICS IS VIRTUALLY IMPOSSIBLE FROM MY LEVEL, AND MEETING WITH THESE VARIOUS GROUPS HAS PROVED TO BE THE BEST SUBSTITUTE I HAVE FOUND.

REGARDLESS OF WHAT WE DO, COMMUNICATIONS BECOME GARBLED AND SOME TYPE OF FACE-TO-FACE CONTACT IS THE BEST WAY OF COUNTERACTING THIS "GARBLING" AND THE RESULTING FALSE RUMORS. HERE IS AN ILLUSTRATION OF HOW COMMUNICATIONS CAN BECOME CONFUSED AS THEY GO DOWN THE LINE.

HALLEY'S COMET STORY

WELL, LET'S MOVE NOW TO THE SPECIFIC SUBJECT FOR THIS SESSION. I WAS HAPPY TO SEE THAT IT SHOULD COVER NOT ONLY "HOW" BUT "HOW MUCH" STUDENTS SHOULD BE INVOLVED IN DECISIONS MADE BY SCHOOL OFFICIALS.

TO PUT MY COMMENTS IN PERSPECTIVE IT MIGHT BE WELL FIRST TO TELL YOU A LITTLE ABOUT OUR SCHOOL SYSTEM. THE FAIRFAX COUNTY PUBLIC SCHOOLS IS ONE OF THE LARGER SUBURBAN SCHOOL DISTRICTS IN THE NATION. WE HAVE MORE THAN 137,000 STUDENTS ATTENDING 162 SCHOOLS SCATTERED OVER THE 400 SQUARE MILES OF FAIRFAX COUNTY. WE ARE PART OF THE METROPOLITAN WASHINGTON AREA, AND THE COUNTY INCLUDES BOTH URBAN AND RURAL AREAS, SOME OF WHICH ARE GROWING AND SOME OF WHICH ARE DECLINING IN POPULATION. FAIRFAX COUNTY IS ONE OF THE MOST AFFLUENT COUNTIES IN THE NATION, AND THE POPULATION IS GENERALLY RATHER CONSERVATIVE IN OUTLOOK ALTHOUGH IT RUNS THE GAMUT FROM EXTREME LIBERALS TO ULTRACONSERVATIVES. WHILE YOU

MAY FEEL WE ARE QUITE DIFFERENT FROM YOUR SCHOOL SYSTEMS, AND PERHAPS WE ARE, I WOULD SUSPECT OUR PROBLEMS DIFFER FROM YOURS MORE IN DEGREE THAN IN SUBSTANCE.

HAVING SET THE STAGE, I WOULD LIKE TO DISCUSS FIRST "HOW" OUR STUDENTS ARE INVOLVED IN DECISION MAKING AT THE VARIOUS LEVELS WITHIN THE SCHOOL SYSTEM.

IT HAS BEEN SAID THAT A BOY WHO IS EAGER TO MOW THE LAWN IS USUALLY TOO YOUNG TO DO IT! THIS HAS SOME TRUTH IN IT, BUT THE PRINCIPLE IS NOT NECESSARILY APPLICABLE TO CERTAIN AREAS OF STUDENT LIFE.

I HAVE ALREADY MENTIONED MEETING MONTHLY WITH OUR COUNTYWIDE STUDENT ADVISORY COUNCIL (SAC), WHICH IS MADE UP OF REPRESENTATIVES FROM EACH OF OUR 22 HIGH SCHOOLS. I HAVE FOUND THESE INFORMAL GIVE-AND-TAKE SESSIONS TO BE MUTUALLY BENEFICIAL. I LISTEN TO THEM AND I HOPE THEY LISTEN TO ME. WE DON'T ALWAYS AGREE BUT WE DO COMMUNICATE, AND I CONSIDER THEIR FEELINGS AND RECOMMENDATIONS IN MY DECISION MAKING AND IN FORMULATING RECOMMENDATIONS I MAKE TO OUR SCHOOL BOARD.

LAST YEAR OUR COUNTY STUDENT ADVISORY COUNCIL HOSTED A DINNER MEETING WITH OUR SCHOOL BOARD WHICH WAS A MOST WORTHWHILE SESSION. THERE WAS A FRANK EXCHANGE OF VIEWS, WITH THE STUDENTS VOICING THEIR CONCERNS TO INCLUDE THEIR COMMENTS ON BOARD POLICIES AND RECOMMENDED CHANGES.

AS A WORD OF CAUTION IN RECEIVING STUDENT INPUT, I THINK WE MUST RECOGNIZE THAT OUR STUDENT LEADERSHIP IS NOT ALWAYS NECESSARILY REPRESENTATIVE OF THE STUDENT POPULATION AS A WHOLE AND THAT THEY DON'T ALWAYS EXPRESS THE ATTITUDE OF THE SILENT MAJORITY. THEY ARE THE ACTIVISTS AND ARE OBVIOUSLY EXTREMELY CAPABLE AND HIGHLY MOTIVATED. WHILE WE DO HAVE A HIGH PERCENTAGE OF GRADUATES--

ABOUT 75 PERCENT--WHO GO ON TO SOME FORM OF HIGHER EDUCATION, A SURVEY MADE OF THE MEMBERS OF OUR SAC OF LAST YEAR REVEALED THAT ALL WHO GRADUATED ARE ATTENDING COLLEGES. IN ADDITION TO THOSE ATTENDING THE MANY FINE VIRGINIA SCHOOLS, COLLEGES SUCH AS PRINCETON, RADCLIFFE, AND THE UNIVERSITY OF ILLINOIS ARE INCLUDED IN THE LIST.

IN ADDITION TO THE SAC WE HAVE SOMETHING ELSE A BIT UNIQUE AT OUR COUNTY LEVEL. THE SCHOOL BOARD IS APPOINTED BY THE COUNTY BOARD OF SUPERVISORS, AND IN 1972 AN AT-LARGE STUDENT SCHOOL BOARD SEAT WAS ESTABLISHED. THE STUDENT MEMBER HAS ALL THE RIGHTS AND RESPONSIBILITIES OF ALL OTHER MEMBERS--INCLUDING FULL PAY (ONLY $3,000 PER YEAR, INCIDENTALLY) AND FULL VOTING PROVILEGES. THE STUDENT MEMBER, USUALLY A HIGH SCHOOL SENIOR, IS SELECTED AT A COUNTYWIDE NOMINATING CONVENTION CONDUCTED EACH SPRING BY THE STUDENT ADVISORY COUNCIL AND NOMINATED TO THE BOARD OF SUPERVISORS FOR APPOINTMENT. THE ONLY DIFFERENCE IN THE STUDENT SEAT IS THAT THE STUDENT MEMBER IS APPOINTED FOR A ONE-YEAR RATHER THAN A TWO-YEAR TERM.

WHERE APPROPRIATE WE INCLUDE STUDENTS ON COUNTYWIDE STAFF-COMMUNITY-STUDENT COMMITTEES. FOR EXAMPLE, STUDENT REPRESENTATIVES SERVED ON A SYSTEMWIDE COMMITTEE FORMED TO STUDY AND RECOMMEND CHANGES TO OUR SYSTEM OF REPORTING TO PARENTS.

ALSO AT THE COUNTY LEVEL WE HAVE A COMPREHENSIVE SCHOOL BOARD POLICY COVERING THE RESPONSIBILITIES AND RIGHTS OF SECONDARY SCHOOL STUDENTS. THE INITIAL POLICY WAS ADOPTED IN 1972 AND WAS REVISED CONSIDERABLY LAST YEAR. I HAVE WITH ME SOME COPIES OF THE PAMPHLET WE PUBLISHED FOR ALL STAFF AND STUDENTS CONTAINING THE POLICY AND ITS IMPLEMENTING REGULATIONS SHOULD ANY OF YOU BE INTERESTED IN A COPY. IN ADDITION TO THE PAMPHLET WE CONDUCTED

INSTRUCTIONAL PROGRAMS FOR STAFFS AND STUDENTS TO INSURE UNDERSTANDING OF THESE RULES.

I MENTION THIS POLICY AND REGULATION SINCE THEY SPECIFY IN SOME DETAIL THE RIGHTS OF STUDENTS AND THEIR PARTICIPATION IN THE OPERATION OF THE SCHOOL SYSTEM. THESE RULES APPLY AT ALL LEVELS OF THE SYSTEM.

WELL, SO MUCH FOR THE CENTRAL ADMINISTRATION LEVEL AT THIS POINT.

THE FAIRFAX COUNTY SCHOOL SYSTEM IS DIVIDED INTO FOUR ADMINISTRATIVE AREAS, EACH HEADED BY AN AREA SUPERINTENDENT WHO HAS DIRECT SUPERVISION OF ABOUT ONE-FOURTH OF THE SCHOOLS. I MENTIONED EARLIER THE COUNTYWIDE STUDENT ADVISORY COUNCIL. EACH AREA SUPERINTENDENT ALSO HAS AN SAC COMPOSED OF REPRESENTATIVES SELECTED BY THE STUDENTS IN EACH HIGH SCHOOL IN THE AREA. THE AREA SUPERINTENDENT MEETS ON A REGULAR BASIS WITH THAT AREA'S SAC TO DISCUSS MUTUAL CONCERNS.

FINALLY, DOWN TO THE PLACE WHERE THE ACTION IS--THE INDIVIDUAL HIGH SCHOOL. THIS IS, OF COURSE, WHERE THE ADMINISTRATOR-STUDENT CONTACT IS ON A DAILY FACE-TO-FACE BASIS. OUR PRINCIPALS AS OUR MOST IMPORTANT PROGRAM MANAGERS HAVE CONSIDERABLE LATITUDE IN RUNNING THEIR SCHOOLS WITHIN ESTABLISHED POLICIES, AND I FEEL STRONGLY THAT THIS IS AS IT SHOULD BE.

WE ENCOURAGE PRINCIPALS TO WORK CLOSELY WITH THE STUDENT LEADERSHIP--USUALLY THE SCA--IN THE DAY-TO-DAY OPERATION OF THE SCHOOL. THE PRINCIPAL IS IN FACT REQUIRED BY SCHOOL BOARD POLICY TO INVOLVE STUDENTS IN THE ADMINISTRATION AND ALLOCATION OF STUDENT ACTIVITY FUNDS. MORE THAN THAT, I EXPECT OUR HIGH SCHOOL PRINCIPALS TO BE OUT IN THE SCHOOL INTERACTING WITH STUDENTS AND NOT TRYING TO RUN THE SCHOOL FROM AN IVORY-TOWER EXECUTIVE SUITE.

I WOULD LIKE TO CITE A FEW EXAMPLES OF STUDENT INVOLVEMENT IN DECISION MAKING IN SOME OF OUR SCHOOLS. THE STUDENTS IN REALITY DETERMINE WHAT OUR COURSE OFFERINGS ARE TO BE. OF COURSE THERE ARE CERTAIN COURSES REQUIRED BY LAW FOR GRADUATION. HOWEVER, BEYOND THAT OUR HIGH SCHOOLS TYPICALLY OFFER A WIDE VARIETY OF COURSES FOR STUDENT SELECTION--FREQUENTLY MORE THAN THE SCHOOL'S SCHEDULE COULD ACCOMMODATE. THE SCHOOL COURSE OFFERING IS FINALIZED ON THE BASIS OF STUDENT RESPONSE. IN SOME CASES THIS RESULTS IN THE LOSS OF A TEACHER IN ONE AREA WITH A CORRESPONDING GAIN IN ANOTHER WHERE THE STUDENTS INDICATE COURSE INTEREST.

OUR PRINCIPALS ARE FREE TO DETERMINE THE FINAL EXAMINATION POLICIES FOR THEIR SCHOOLS--WHETHER OR NOT THEY GIVE THEM IS UP TO THEM. MOST OF OUR SCHOOLS INVOLVE STUDENTS--EITHER THE STUDENT GOVERNMENT OR STUDENTS INDIVIDUALLY APPOINTED TO COMMITTEES--IN FORMULATING SUCH POLICIES.

ANOTHER TYPICAL FORM OF STUDENT INVOLVEMENT IS TO APPOINT STUDENT REPRESENTATIVES TO WORK WITH FACULTY COMMITTEES FORMED TO PLAN HOW BEST TO PREPARE STUDENTS FOR COLLEGE BOARD EXAMS.

EARLIER I MENTIONED OUR SR&R AND SHOULD LIKE BRIEFLY TO MENTION JUST A FEW AREAS WHERE STUDENT INVOLVEMENT IS MANDATED BY THESE RULES.

- THE DESIGNATION OF OUTSIDE SMOKING AREAS IS REQUIRED FOR HIGH SCHOOL STUDENTS, WITH STUDENTS INVOLVED IN DEVELOPING LOCAL SCHOOL GUIDELINES FOR CORRECTIVE MEASURES FOR CHRONIC OFFENDERS OF THE BAN ON SMOKING IN SCHOOL BUILDINGS.

- I MENTIONED STUDENT INVOLVEMENT IN THE ADMINISTRATION OF ACTIVITY FUNDS. BEYOND THAT THE STUDENT GOVERNMENT, WORKING WITH THE PRINCIPAL AND FACULTY ADVISORS, HANDLES SCHEDULING, PROMOTION,

AND OPERATION OF STUDENT ACTIVITIES.

- THE STUDENT GOVERNMENT COORDINATES THE DISTRIBUTION OR DISPLAY OF LITERATURE BY STUDENTS WITHIN ESTABLISHED GUIDELINES. THE PRINCIPAL CAN, UNDER CERTAIN CONDITIONS, PROHIBIT THE PUBLICATION OR DISTRIBUTION OF MATERIAL, BUT HIS OR HER DECISION CAN BE APPEALED TO A COMMITTEE APPOINTED BY ME, AND TWO STUDENT MEMBERS OF THIS COMMITTEE ARE NOMINATED BY THE SAC.

- STUDENTS HAVE THE RIGHT TO APPEAL DECISIONS MADE BY TEACHERS AND ADMINISTRATORS THROUGH CHANNELS WHICH LEAD TO ME, WITH THE RIGHT TO FINAL APPEAL TO THE SCHOOL BOARD. ALTHOUGH THIS RIGHT IS AVAILABLE, VERY FEW STUDENT COMPLAINTS EVER REACH EVEN MY LEVEL.

THIS HAS BEEN A BRIEF RUN-DOWN ON THE "HOW." NEXT, LET'S TAKE A LOOK AT THE "HOW MUCH."

I MENTIONED EARLIER THE DIVERSIFIED NATURE OF OUR POPULATION. THE ATTITUDE TOWARD STUDENT INVOLVEMENT IN DECISION MAKING RUNS ALL THE WAY FROM THE ULTRACONSERVATIVE PARENT WHO FEELS THAT A STUDENT'S ONLY RIGHT IS TO AN EDUCATION, TO THE ULTRALIBERAL PARENT WHO FEELS THAT NOTHING SHOULD BE DECIDED WITHOUT FULL PARTICIPATION BY STUDENTS AND THAT FEW RESTRAINTS SHOULD BE PLACED ON OUR STUDENTS TODAY. I THINK THAT THE FORMER ATTITUDE PREVAILED WHEN YOU AND I WERE HIGH SCHOOL STUDENTS, BUT THAT IT IS UNREALISTIC TO EXPECT IT TO PREVAIL IN TODAY'S SOCIETY. HOWEVER, WE MUST ALSO AVOID APPROACHING THE OTHER EXTREME LEST WE LOSE CONTROL OF OUR EDUCATIONAL SYSTEMS.

I TRULY BELIEVE THAT WE AS BOARD MEMBERS AND EDUCATIONAL ADMINISTRATORS MUST CONSIDER THE VIEWS OF ALL OUR PUBLICS--PARENT, EMPLOYEE, AND STUDENT--IN MAKING MAJOR DECISIONS, BUT IN THE FINAL ANALYSIS THE DECISION-MAKING RESPONSIBILITY MUST REST WITH BOARD AND STAFF. AS THE SIGN ON PRESIDENT HARRY TRUMAN'S DESK READ, "THE BUCK

STOPS HERE." IN THE FINAL ANALYSIS WE MUST BE READY TO MAKE THE DECISION AND ENFORCE IT ON THE BASIS OF THE BEST INFORMATION AND ADVICE WE GET IN OUR EFFORTS AT PARTICIPATORY MANAGEMENT.

SINCE I HAVE TOLD YOU THE "HOW" OF THE WAY WE DO IT, I WOULD LIKE TO CONCLUDE WITH SOME OBSERVATIONS ABOUT THE WAY IT WORKS FOR US.

FIRST, I HAVE NOTED THE CHANGE WHICH HAS COME OVER OUR STUDENTS IN THE PAST FEW YEARS. WE ALL REMEMBER THE ACTIVIST DAYS OF A FEW YEARS AGO WHICH GRIPPED OUR HIGH SCHOOL STUDENTS AS WELL AS THEIR OLDER BROTHERS AND SISTERS. I FIND NOW THAT OUR STUDENTS HAVE BECOME MORE CONSERVATIVE AND ALSO MORE APATHETIC. FOR THE MOST PART THEY DO NOT CARE TO BECOME DEEPLY INVOLVED IN THE OPERATION OF THE SCHOOL SYSTEM.

AS AN EXAMPLE, FOR SEVERAL YEARS THE SCHOOL BOARD CHAIRMAN AND I HELD NEWS CONFERENCES FOR THE REPORTERS OF OUR 22 HIGH SCHOOL NEWSPAPERS. AT FIRST THESE WERE LIVELY AND INFORMAL GIVE-AND-TAKE SESSIONS WHICH OFTEN WENT ON FOR HOURS. ONE WAS A TWO-HOUR SESSION CARRIED LIVE OVER ONE OF OUR LOCAL EDUCATIONAL TELEVISION STATIONS. I CONSIDERED THESE VALUABLE, AND STILL THINK THEY WERE. HOWEVER, WE STOPPED HOLDING THEM LAST YEAR BECAUSE ONLY A HANDFUL OF STUDENTS WERE TURNING OUT, AND THOSE FEW WHO CAME HAD LITTLE TO DISCUSS.

SECOND, MANY OF YOU MAY HAVE QUESTIONS ABOUT THE NECESSITY OR DESIRABILITY OF HAVING STUDENTS SERVING AS MEMBERS OF OUR BOARDS OF EDUCATION. I HAVE CONSIDERED THIS CAREFULLY, SINCE WE HAVE HAD A STUDENT BOARD MEMBER FOR SOME TIME. I HAVE ALWAYS WORKED WITH OUR STUDENT MEMBER AS I DO ANY OTHER BOARD MEMBER, AND WILL CONTINUE TO DO SO.

OUR STUDENT BOARD MEMBERS HAVE BEEN OUTSTANDING AND CAPABLE YOUNG PEOPLE, BUT I HAVE RELUCTANTLY REACHED THE CONCLUSION THAT SUCH MEMBERSHIP IS NEITHER NECESSARY NOR DESIRABLE. I BELIEVE THAT THE INPUT NEEDED FROM STUDENTS CAN BE GOTTEN AS WELL FROM A STUDENT ADVISORY COUNCIL OR SIMILAR GROUP.

I HAVE SEVERAL PROBLEMS WITH THE STUDENT BOARD MEMBERSHIP. FIRST, THE ONE-YEAR TERM IS TOO SHORT GIVEN THE COMPLEX NATURE OF OUR SCHOOL BOARD'S WORK. IT WOULD BE TOO SHORT FOR AN ADULT AS WELL AS FOR A STUDENT. SECONDLY, I THINK WE ARE PUTTING TOO MUCH RESPONSIBILITY ON A HIGH SCHOOL STUDENT WHEN WE EXPECT THAT STUDENT TO MAKE DECISIONS REGARDING THE ANNUAL EXPENDITURE OF MORE THAN $200 MILLION OF PUBLIC FUNDS, AND TO VOTE, FREQUENTLY CASTING THE DECIDING VOTE ON MATTERS OF THE UTMOST IMPORTANCE TO THE OPERATION OF OUR SCHOOL SYSTEM. FINALLY, I JUST DON'T THINK IT DESIRABLE FOR STUDENTS TO BECOME INVOLVED IN CERTAIN SENSITIVE PERSONNEL MATTERS WHICH MUST BE CONSIDERED BY THE BOARD.

I HAVE REACHED THIS CONCLUSION AFTER MUCH THOUGHT AND EXPERIENCE, BOTH IN DEALING WITH HIGH SCHOOL STUDENTS OVER THE YEARS AND AS A PARENT OF HIGH SCHOOL STUDENTS, WHO I THINK ARE AT LEAST AVERAGE BUT WHOM I WOULD HATE TO SEE APPOINTED AS SCHOOL BOARD MEMBERS, FOR THEIR SAKES AS WELL AS THE SCHOOL SYSTEM'S.

AS A FINAL OBSERVATION I DON'T THINK WE CAN OR SHOULD BE INFLUENCED IN DECISION MAKING BY EXPECTING THAT STUDENTS WILL BE OF MUCH ASSISTANCE IN CARRYING OUT DECISIONS. AND THIS IS NOT MEANT AS A CRITICISM.

I WELL REMEMBER HOW STRONGLY OUR STUDENTS URGED THE ESTABLISHMENT OF AUTHORIZED OUTSIDE SMOKING AREAS AS THE WAY OF GETTING OUR SMOKERS OUT OF THE RESTROOMS. THE STUDENTS, SO WE WERE TOLD, WOULD ABIDE BY THE RULES IF THIS WERE DONE. OUR SCHOOL BOARD EVENTUALLY RELAXED THE BAN ON STUDENT SMOKING TO PERMIT SUCH AREAS

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AT HIGH SCHOOL LEVEL. THIS WORKS FINE WHEN THE WEATHER IS GOOD BUT WE HAVE THE "RESTROOM" PROBLEM AGAIN WHEN IT IS COLD, OR SNOWING, OR RAINING. I DON'T CITE THIS AS A CRITICISM BUT MERELY AS A CAUTION IN DECISION MAKING. WE CAN'T, NOR SHOULD WE, COUNT ON STUDENTS TO ACT AS "ENFORCERS" OF NEW RULES.

WELL, SO MUCH FOR MY OPENING COMMENTS. I LOOK FORWARD TO HEARING WHAT OUR TWO REACTORS HAVE TO SAY AND TO THE OPEN DISCUSSION WHICH WILL FOLLOW.